

SECRET

MINUTES OF OFFICE OF SECURITY REORGANIZATION

Headquarters Auditorium

19 July 1973

1. Present were:

All Office of Security Headquarters personnel, and a number of representatives from the [REDACTED] Office. 25X1A

2. Reorganization:

a. Explanation of Reorganization

The Director of Security related that the meeting was an historic occasion for the Office of Security in that it was the first time that all OS Headquarters components and Headquarters-based personnel were given the opportunity to convene in an official capacity. He said that the purpose of the meeting was threefold:

- (1) To present in some detail the plan of reorganization;
- (2) To identify from top to bottom all pertinent personnel assignments at the same time;
- (3) To go over the plans for a new Career Board System, Career Board Panels and the creation of a Management Advisory Group which will function somewhat along the lines of the Agency's Management Advisory Group, and assist the Career Board, where applicable.

Mr. Osborn indicated his intention to hold such meetings on a yearly basis and then proceeded to explain why the reorganization of the Office was undertaken. The reorganization resulted from the necessity to achieve mandatory reductions in personnel for Fiscal Year 1974. It was accomplished in a way which permitted an effective consolidation of functions. The approach used to accomplish these objectives was the creation of a Task Force

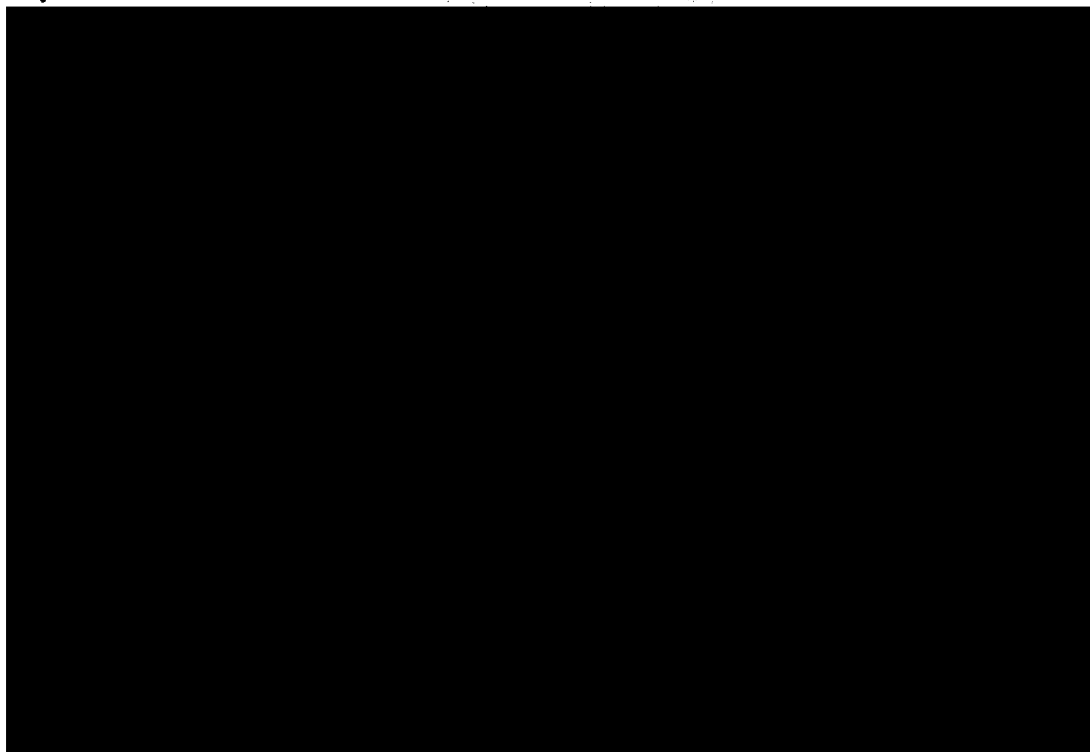
SECRET

SECRET

- 2 -

drawn from Security personnel in order to maximize Office participation. The Task Force was given guidelines and instructed to rotate the chairmanship in order that all components of the Office would be represented equally. Such an arrangement resulted in a sound, effective functional reorganization which received the approval of the Deputy Director for Management and Services and the Office of the Inspector General.

As an outgrowth of the Task Force, a number of Task Force Committees were appointed to come up with a plan of implementation. In a real sense, Mr. Osborn related, the combined efforts of the Task Force and the various committees resulted in more than a reorganization. He concluded his initial remarks by announcing that the new Policy and Management Directorate and the Physical, Technical and Overseas Security Directorate were effective Monday, 23 July; the Personnel Security and Investigations Directorate implementation, because of a dependency upon space allocation moves, would go into effect on 30 July 1973. He then introduced the key officials of the Office, namely:



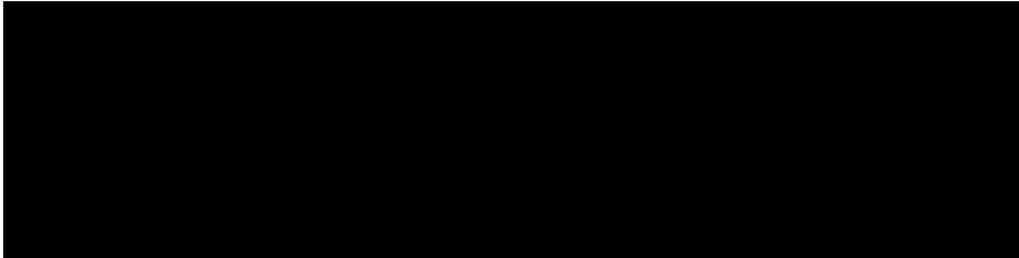
25X1A

SECRET

SECRET

- 3 -

25X1A

**b. Career Board**

The Deputy Director of Security indicated that changes in membership and policies were implemented in connection with the Career Board. He stressed that these changes were being made to effect career service improvement and not just for the sake of change. Before implementing the changes, five goals were set in effecting the change:

- (1) The Career Board membership would be drawn from individuals as far down the chain of command as was feasible; to bring the Board closer to the career of personnel that it serves;
- (2) The Career Board would stress improvement in communication (He cited dissemination of the weekly Staff Meeting Minutes to all OS personnel, including Field Offices, as just one indication of the effort to improve communications throughout the Office);
- (3) Office of Security personnel would be informed on the policies and procedures of the Career Board;
- (4) The Career Board would assume a more active role in the career management of personnel;
- (5) The Career Board would be given support through the use of personnel in the Career Service.

c. Career Board Membership

25X1A

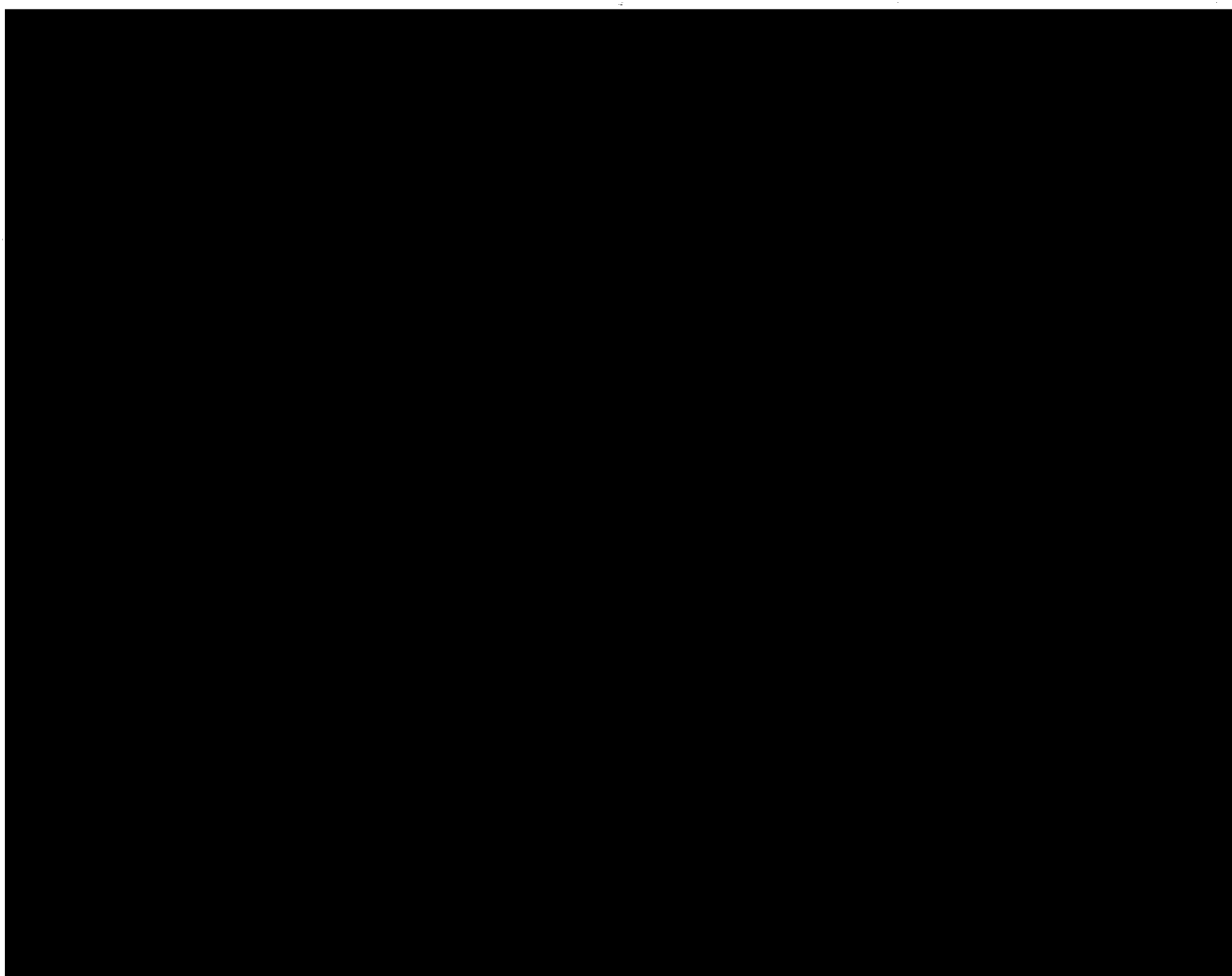
Chairman: Mr. [REDACTED] Deputy Director
of Security

SECRET

SECRET

- 4 -

25X1A



d. Career System Plans To Improve Communication

(1) Brief all career personnel on the mission of the Career Board and how it operates. This will be done through briefings, notices and discussions at Division and Field Office meetings. As a special topic, it will be handled on an annual basis;

(2) Periodic reports will be issued to members of the Career Service on Career Board activities, probably once every six months;

(3) There will be more direct contact between the Board and the individual considered for assignment. Candidates selected for training at specialized schools will have the opportunity to come before

SECRET

SECRET

- 5 -

the Career Board; the same thing will apply to those individuals selected for special assignments;

(4) Personnel returning from an overseas tour of duty will routinely be debriefed. In this way accurate data can be gleaned on actual onsite requirements;

(5) The Career Board will be made available to meet with Office of Security personnel on the career system concept. Policies and procedures will be explained. Suggested changes will be welcomed and implemented if such changes will improve the career system.

25X1A

Mr. █████ said that it was Mr. Osborn's and his intention to establish panels by grades to advise the Board and assist the Board in promotions, assignments and the career development of personnel. Under this program the panel would be chaired by a member of the Board, but the membership of the panel would be drawn from outside the Board--at the Division Chief and Branch Chief level. In this connection more pressure will be brought to bear on the supervisor to become a first line career management officer; his performance will be judged on how well he does this particular job.

25X1A

Mr. █████ added that the Career Board will be made more aware and responsive to the needs for change. The Office plans to establish a Management Advisory Group not unlike the Agency's MAG. Members of this Group will come from various levels within the Office. The purpose will be to assist the Career Board in making special studies regarding various activities and career management. It is envisioned, Mr. █████ said, that the Management Advisory Group will have access to the Board and to the Director of Security. The Group will be used as a source of information to indicate when there is a need to change career concepts. In summary, the overall goal was to get the Career Board closer to the personnel it serves; to get our employees closer to the Board; and most importantly, to make the Career Board an instrument that serves not only management, but also the Career Service.

25X1A

SECRET

SECRET

- 6 -

e. Physical, Technical and Overseas Security

25X1A The Deputy Director, Physical, Technical and Overseas Security, Mr. [REDACTED], stated that of the three Office of Security Directorates, the Physical, Technical and Overseas Directorate was changed the least by the re-organization. In its present form this Directorate retains almost all of its previous responsibilities, including cognizance of the Security Officers who are assigned to other Agency components' Table of Organization. The PTOS Directorate, however, did lose responsibility for Computer Security which was transferred to the Directorate for Policy and Management.

Significant changes included combining all the technical skills of the Office of Security within one Division, the Technical Division, which now handles all physical security equipment as well as [REDACTED] responsibility. Another noteworthy change was abolishment of the Overseas Security Support Division and the transfer of various duties to the Physical Security Division and the Technical Division. Finally, all of the Security Survey responsibilities of the Office were assigned to the Physical Security Division.

25X1A

f. Policy and Management

25X1A Mr. [REDACTED] the Deputy Director, Policy and Management, pointed out that the common theme of the Policy and Management Directorate in its present form is its emphasis on services. The delineation is not complete, but whereas the Personnel Security and Investigations emphasis is people and the Physical, Technical and Overseas Security Directorate is oriented toward things, the Policy and Management Directorate element leans in the direction of services to people.

25X1A Mr. [REDACTED] indicated that as Deputy Director, Policy and Management he will be working closely with Chief and Deputy Chief, Plans, Programs and Administration Division in the general area of plans and programs; activities centering on personnel, logistics, finance and other similar support activities will function as before. The main emphasis will be directed toward the Plans and Programs

SECRET

SECRET

Branch which is an outgrowth of the old Executive and Planning Division and the Administration and Training Staff. It was felt that the Office could no longer afford the luxury of coming up with large programs and going a separate route in terms of the manpower and the financial support that would be required. This resulted in the creation of the Plans and Programs Branch.

25X1A

The Security Records Division, formerly the Security Records and Communications Division will be getting increased attention, specifically in the area of the Microfiche Program. It is significant, Mr. [REDACTED] said, that in emphasizing overall consolidation and the general decrease in the Office of Security Table of Organization in most areas, the Security Records Division is the one Division where there has been an increase in personnel. The reason for the increase is because of a records holding problem. Thus, the Microfiche Program will be closely monitored.

25X1A

A major unit now under Policy and Management is the Information Handling Group in the Computer Security area. Plans are underway to place highly qualified personnel in that unit because it involves a uniquely specialized field.

On the whole, Mr. [REDACTED] concluded, the Policy and Management Directorate will perform a variety of functions. It is not as one-directional as the other Directorates, but with a team effort made by all personnel involved, he was certain that a harmonious, effective Directorate would emerge as a result of the overall reorganization plan.

g. Personnel Security and Investigations

25X1A

Mr. [REDACTED] Deputy Director, Personnel Security and Investigations, stated that the Personnel Security and Investigations Directorate is a people-oriented organization. This Directorate now includes the Clearance Division. In this Division, management will provide a complete security screening process beginning with a receipt of any type of clearance, whether it be overt, covert or industrial. The supervising evaluator or appraiser will set requirements for all [REDACTED] Field Office investigations. He will be in touch with the pertinent Field Office on all matters involving such investigations. He will evaluate the information as it comes in and make the basic recommendation to approve or disapprove the subject for employment and/or

25X1A

SECRET

SECRET

- 8 -

assignment from a security clearance viewpoint. This new approach will eliminate duplication of effort, increase efficiency and improve the image of the Office throughout the Agency in terms of clearances and approvals.

25X1A In the clearance field, along with a Research Branch, there will be a senior counterintelligence specialist, Mr. [REDACTED], positioned in the office of the Chief of the Clearance Division. He will work closely with the Chief and Deputy Chief as a case warrants. The emphasis on research and its importance is directly related to the security posture and the security clearance status of individuals who are being researched, and those who are being evaluated as targets of penetration.

25X1A Mr. [REDACTED] related that certain responsibilities formerly in the domain of the Security Research Staff will be handled by the Staff and Operations Branch and the Operational Support Branch. The Reinvestigation Program, now a part of the Research Branch, provides a practical opportunity for research personnel to review case folders as they come through for reinvestigation purposes.

The reorganization placed the polygraph function in the Security Support Division. This was done because the Task Force felt that, in the future, with the emphasis continuing on support to overseas operations and the Clandestine Service, the polygraph should be out of the normal clearance process.

25X1A The Operations Support Branch will consolidate those functions currently being performed by the Special Assistants to the Chief, Personnel Security Division. This Branch will continue to [REDACTED]

[REDACTED]

and those of the Special Activities Branch have been consolidated. These functions will be performed by the newly formed External Activities Branch.

SECRET

SECRET

- 9 -

25X1A

25X1A

Mr. [REDACTED] concluded his remarks by reviewing the [REDACTED] organization. He indicated that although no significant changes had taken place in the Field, the Office was continuing to monitor closely work loads to relocate personnel where needed.

The Director of Security returned to the podium to thank the personnel of the Office for their interest and attention. On behalf of all present, a security careerist thanked Mr. Osborn for the conference, and he suggested further meetings in the future. In response, Mr. Osborn cited the straightforward, candid manner in which the people of the Office of Security have always dealt with one another. He said that business will continue to be done in this manner and that the morning's meeting typified the effort to do so. He added that the matter of an additional surplus cut for Fiscal Year 1974 was on everyone's mind and that he simply did not know what was going to happen. He emphasized, however, that if such a cut were necessary in the future, he would make every effort to reduce the number of personnel in the Office through normal attrition.

Note:

At the meeting, which lasted approximately one hour and twenty minutes, assignments of security careerists to specific positions were also announced. For the sake of brevity and pertinence, such information is not included in this report.

SECRET